

~~TOP SECRET WORKING PAPER~~

5 June 1967

MEMORANDUM FOR : Mr. Gross

SUBJECT : Our Proposed Terms of Reference for TOD

Our revision of Benington's 31 May 67 TOD terms of reference is attached. This revision has the following effect:

- a. It treats Benington's committee as an ad hoc one-time effort, with any follow-on TOD to be undertaken through USIB.
- b. While providing for a USIB role it minimizes the amount of additional staff work required. The NIPE participation is not enlarged substantially over the present level.
- c. It provides more adequate controls on the aggregation and display of sensitive intelligence activities (e.g. Clandestine Collection).
- d. It provides respectable roles for the BoB and ASD (Systems Analysis) and thus offers a politically realistic alternative.

Attachment

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Dep See Def

DCI (class)

BOB

Substantive Representation as ~~staff members~~ ^{Advisory} ..

CIA

NSA

DIA

NRO

State

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D-R-A-F-TTERMS OF REFERENCE FOR PREPARATION OF
TARGET-ORIENTED DISPLAY1. Purpose of Display

A Target-Oriented Display will be developed that shows how U.S. intelligence resources are directed against major intelligence targets.

The purpose of the display is to provide a basis for selective in depth analyses designed to test the need for and effective and efficient use of these resources. The data to be displayed are intended to be used for intelligence planning and not directly for making program or budget decisions.

The display will be prepared under the guidance of a committee composed of representatives of the Secretary of Defense, the Director of Central Intelligence and the Director of the Bureau of the Budget, [with the assistance of the Director of the Defense Intelligence Agency, the Director of the National Security Agency and the Director of the National Reconnaissance Office.]

The Display will include the resources of the Consolidated Cryptologic Program, Consolidated Intelligence Program, National Reconnaissance Program, and the Central Intelligence Agency program excluding Covert Action. In addition, the display will include the resources of the

[redacted] and the SR-71 program.

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2. Targets and Time Period to be Displayed

The display will show how U.S. intelligence resources have been and currently are targetted against countries and regions. For the Soviet Union, China, and possibly other selected countries or regions resources will be displayed in greater detail against military, economic, political and possibly other targets. The ~~list of targets~~ will depend on *selection of the data to be displayed* the committee's evaluation of ~~their~~ significance *of such data, relevant* and on the practicability of acquiring data, and the DCI's judgment concerning the security matters involved.

The principal display will relate intelligence functions to targets.

These functions will include various types of:

- Collection
- Processing
- Production
- Mapping & Charting
- Research & Development
- Counterintelligence & Investigative Activities
- General Support.

In addition, each of the programs identified in paragraph 1 above will be displayed by cost categories including Investment, Operating Expenses and Research and Development.

The displays will be prepared by dollars and manpower for FY 68 and FY 69 and, if meaningful, for FY 66 and FY 63. The FY 68 and FY 69 displays will be prepared first. The FY 68 resources will be displayed as approved in June 1967. The FY 69 resources will reflect recommendations of the Primary Action Officers for the CIP, CCP and NRP and the 1969 Budget.

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submission to the B OB for the CIA program. After guidance and procedures have been developed for the FY 68 and FY 69 displays, the FY 66 and FY 63 displays will be attempted utilizing the same approach modified as necessary to accomodate available data. A decision to include the FY 66 and FY 63 displays in the final display will depend on the committee's evaluation of their meaningfulness (in light of the nature of data obtainable) and of the effort involved.

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3. Preparation of the Display

The display will be prepared in four phases:

- a. During the first phase, which will last until 1 July 1967, the committee will prepare general guidance including both the specification of targets and functional subdivisions.
- b. During the second phase, which will last until 1 September 1967, CIA, DIA, NRO and NSA will prepare data displays of their resources. Each agency will determine the methods for allocating resources under its cognizance in accordance with the general guidance prepared by the committee. In this connection, each agency, in consultation with the Director of Central Intelligence or his designated representative(s), will determine the handling of compartmented information.
- c. During the third phase, which will last until 1 October 1967, the committee will aggregate the data in the form of the display, review allocation methods, and call for the refinement of data as necessary.

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d. During the fourth phase, which will last until 1 November 1967, the committee will prepare and submit to the Principals its final report consisting of:

- a. The display
- b. A discussion of the display and its limitations
- c. A description of how the display was prepared

The above schedule is approximate and will be changed as mutually agreed by the representatives of the Principals.

4. Use of the Display

Upon completion of the display, the Director of Central Intelligence with the assistance of USIB members and with the advice of the Secretary of Defense and the Director BOB, will :

- a. Select target and functional areas of the display to be analyzed in depth.
- b. Provide for such analyses to be made by appropriate representatives or components of DOD and CIA. The purpose of these analyses is to identify gaps, deficiencies and any excesses in the application or allocation of resources in relation to intelligence information and products.

or propose
c. Initiate other appropriate action, including program and budget action.

The Director of Central Intelligence will refine and summarize display data for appropriate presentations by himself or the Secretary of Defense to the BOB, the PFIAB and the Congress.

The Director of Central Intelligence, the Secretary of Defense and the Director of the Bureau of the Budget will

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sequent updating and improvement of the target-oriented display and the methods to be employed.

5. Security

Whether or not the Target-Oriented Display materials will require a distinct security classification and control system will be determined by the Director of Central Intelligence in connection with the evaluation of the completed display.

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3 June 1967

D-R-A-F-T

TERMS OF REFERENCE FOR PREPARATION OF
TARGET-ORIENTED DISPLAY

1. Purpose of Display

A Target-Oriented Display will be developed that shows how U. S. intelligence resources are directed against major intelligence targets. The purpose of the display is to provide a basis for selective in depth analyses designed to test the need for and effective and efficient use of these resources. The data to be displayed are intended to be useful for intelligence planning and not directly for making program or budget decisions.

The display will be prepared under the guidance of a committee composed of representatives of the Secretary of Defense, the Director (the Principals) of Central Intelligence and the Director of the Bureau of the Budget, with the assistance of the Director of the Defense Intelligence Agency, the Director of the National Security Agency and the Director of the National Reconnaissance Office.

The Display will include the resources of the Consolidated Cryptologic Program, Consolidated Intelligence Program, National Reconnaissance Program, and the Central Intelligence Agency program excluding Covert Action. In addition, the display will include the resources of the [redacted] and the SR-71 program.

2. Targets and Time Period to be Displayed

The display will show how U.S. intelligence resources have been and currently are targeted against countries and regions. For the Soviet Union, China, and possibly other selected countries or regions, resources will be displayed in greater detail against military, economic, political and possibly other targets. The list of targets will depend on the committee's evaluation of their significance, their meaningfulness, and on the practicability of acquiring data.

The principal display will relate intelligence functions to targets. These functions will include various types of:

Collection
Processing
Production
Mapping & Charting
Research & Development
Counterintelligence & Investigative Activities
General Support.

In addition, each of the programs identified in paragraph 1 above will be displayed by cost categories including Investment, Operating Expenses and Research and Development.

The displays will be prepared by dollars and manpower for FY68 and FY69 and, if meaningful, for FY 66 and FY 63. The FY 68 and FY 69 displays will be prepared first. The FY 68 resources will be displayed as approved in June 1967. The FY 69 resources will reflect recommendations of the Primary Action Officers for the CIP, CCP and NRP and the 1969 Budget.

submission to the B OB for the CIA program. After guidance and procedures have been developed for the FY 68 and FY 69 displays, the FY 66 and FY 63 displays will be attempted utilizing the same approach modified as necessary to accomodate available data. A decision to include the FY 66 and FY 63 displays in the final display will depend on the committee's evaluation of their meaningfulness (in light of the nature of data obtainable) and of the effort involved.

3. Preparation of the Display

The display will be prepared in four phases:

a. During the first phase, which will last until 1 July 1967, the committee will prepare general guidance including both the specification of targets and functional subdivisions.

ILLEGIB b. During the second phase, which will last until 1 September 1967, CIA, DIA, NRO and NSA will prepare data displays of their resources. Each agency will determine the methods for allocating resources under its cognizance in accordance with the general guidance prepared by the committee. In this connection, each agency, in consultation with the Director of Central Intelligence or his designated representative(s), will determine the handling of compartmented information.

c. During the third phase, which will last until 1 October 1967, the committee will aggregate the data in the form of the display, review allocation methods, and call for the refinement of data as necessary.

d. During the fourth phase, which will last until 1 November 1967 the committee will prepare and submit to the Principals its final report consisting of :

- a. The display
- b. A discussion of the display and its limitations.
- c. A description of how the display was prepared.

The above schedule is approximate and will be changed as mutually agreed by the representatives of the Principals.

4. Use of the Display

Upon completion of the display, the Director of Central Intelligence with the assistance of USIB members and with the advice of representatives of the Secretary of Defense and the Director BOB, will :

- a. Select for USIB consideration and approval target and functional areas of the display to be analyzed in depth.
- b. Provide for such analyses to be made by appropriate representatives or components of DOD and CIA.
- c. Provide for such other analyses as may be directed by the Principals.
- d. Initiate other appropriate action.

5. Security

Whether or not the Target-Oriented Display materials will require a distinct security classification and control system will be determined by the Director of Central Intelligence in connection with the evaluation of the completed display.

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Development Cycle of the TOD

Time Period	Action Element(s)	Actions Taken
1 Jun to 1 Jul	<u>TOD Committee</u>	Prepares general guidance including target specification of targets and functional subdivisions, and issues call for data.
1 Jul to 1 Sept.	<u>CIA, DIA, NSA, NRO</u>	Prepares target oriented displays of their resources, using methods appropriate to their individual circumstances. Consult with DCI on handling of compartmented information. Submit displays to TOD committee.
1 Sep to 1 Oct 1967	<u>TOD Committee</u>	Aggregate data into a Community display, review allocation methods, refine data as required.
1 Oct to 1 Nov 1967	<u>TOD Committee</u>	and submit to Principals a Prepare/final report consisting of: The display, Discussion of display and its limitations Description of how it was prepared.
	<u>DOD and USIB members</u>	Review the display and select target and functional areas for in-depth analysis. Provide for such analyses by reps or components of DOD and CIA.
	<u>DOD and CIA Reps. or components</u>	Carry out in-depth analysis of TOD data directed by DCI and USIB members to identify gaps, deficiencies, and any excesses in application or allocation of resources in relation to targets. Submit findings to DCI and USIB.

DCI and USIB members

Review results of TCI analyses and initiate appropriate action, including program and budget action.

DCI

Refine and summarize (O) data for presentation to BOB, PFIAB and Congress by himself or the Sec Def.

DCI, Sec Def and D/BOB

Determine need for subsequent updating and improvement of TOD and methods to be employed.